

State of Alaska FY2009 Governor's Operating Budget

Department of Law Performance Measures

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Department of Law

Mission

The mission of the Department of Law is to provide legal services to state government and to prosecute crime.

Core Services

The Office of the Attorney General provides overall management of the Department of Law. The Attorney General, as the principal executive officer of the department, is responsible for both the legal and the administrative aspects of the department's operations. The Attorney General works closely with the Governor and immediate staff providing legal counsel and advice as the Governor addresses priorities and conducts state affairs. The Attorney General serves as a trustee on both the Permanent Fund Board and the Exxon Valdez Trustee Council and represents the Department of Law on a number of interdepartmental efforts.

The Criminal Division seeks to assure safe and healthy communities by prosecuting and convicting criminal offenders in urban and rural Alaska, by upholding those convictions on appeal, and by providing legal services that support the efforts of criminal justice agencies. The Criminal Division prosecutes all violations of state criminal law committed by both adults and juveniles, and by placing them under appropriate controls. The Criminal Division also provides focused and specialized prosecution in a number of areas. The Criminal Division provides assistance to victims and witnesses of crimes and ensures that victims are kept informed of important events in their cases and that their constitutional and statutory rights are protected. The Criminal Division supports the efforts of criminal justice agencies to detect and punish crime through investigation, trial, and conviction, by litigating all criminal appellate proceedings and state and federal post-conviction and habeas corpus proceedings. In addition, the Criminal Division also handles civil litigation challenging statutes related to criminal justice, such as sex offender registration, DNA databank, and victims' rights. The Criminal Division also provides general legal services to criminal justice agencies and efforts.

The Civil Division protects the human, financial, and natural resources of the state. The Civil Division serves the interests of Alaska's citizens by providing legal counsel to the executive branch in all civil actions. The division defends and prosecutes all civil litigation to which the state is a party, and handles legal matters for, and provides legal advice to the Governor, executive branch agencies, and -- upon request -- the legislative and judicial branches; reviews regulations prepared by executive agencies; drafts legislation for introduction by the Governor; and reviews all legislation before it is acted upon by the Governor.

Activities of the Civil Division help protect the financial and natural resources of the state, defend Alaskans' access to the state's land and natural resources, and ensure that the laws and regulations that govern businesses, individuals, and government agencies are constitutional. The division takes action to protect children from abuse and neglect, enforce child support obligations, guarantee that state programs are administered fairly and that money owed to the state is collected, defends the state's interests relative to the federal government, and defends the state from unreasonable demands for payment of costs of lawsuits, personnel actions, and personal injuries. It protects the state's financial resources by advising agencies on decisions that might lead to financial claims, defending against unreasonable claims, and facilitating reasonable settlements or other appropriate resolution of issues.

The Administrative Services Division provides the core administrative services that are essential to the day-to-day operation of the Department of Law and to managing the resources of the department. These include budgeting, procurement, accounting, computer and network services, database administration, timekeeping and billing, and monitoring and forecasting departmental expenses.

End Result	Strategies to Achieve End Result
A: Improve Public Protection and Effectiveness of Legal Services	A1: Improving Public Safety Against Serious Assault
<u>Target #1:</u> Increase to 75% the number of cases on	<u>Target #1:</u> Reduce the rate of violent crime reported in Alaska by 1% per year.

which the State prevailed on the merits at final resolution
Measure #1: Percentage of cases on which the State prevailed on the merits at final resolution

Measure #1: Percent violent crimes per 100,000 population reported

A2: Enhance the welfare of children

Target #1: Reducing the number of children in foster care in Alaska by 5%

Measure #1: Percent change in the number of children in foster care in Alaska

Target #2: Increase the amount of support received by families through CSSD by 1% each year

Measure #2: Percent change in total dollar amount of child support received by families through CSSD each year

Target #3: Reduce the number of child sexual abuse cases by 5%

Measure #3: Percent change in the number of child sexual abuse cases reported each year

A3: Enhance the protection of victims of crimes and delinquent acts

Target #1: Reduce to zero the number of valid complaints from victims

Measure #1: The number of valid complaints from victims

A4: Enhance Consumer Protection in Alaska

Target #1: Increase effective consumer protection enforcement through successful resolution of consumer complaints, enforcement actions and consumer education

Measure #1: Increase in the number of consumer complaints resolved, enforcement actions taken, and consumer education initiatives completed

A5: Improve Agency Decision Making

Target #1: 5% reduction per year in legal challenges to final agency decisions in which the state does not prevail

Measure #1: % reduction in legal challenges to agency decisions per year in which the state does not prevail

FY2009 Resources Allocated to Achieve Results

FY2009 Department Budget: \$77,712,900

Personnel:

Full time 544

Part time 9

Total 553

Performance Measure Detail**A: Result - Improve Public Protection and Effectiveness of Legal Services**

Target #1: Increase to 75% the number of cases on which the State prevailed on the merits at final resolution

Measure #1: Percentage of cases on which the State prevailed on the merits at final resolution

A1: Strategy - Improving Public Safety Against Serious Assault

Target #1: Reduce the rate of violent crime reported in Alaska by 1% per year.

Measure #1: Percent violent crimes per 100,000 population reported

A2: Strategy - Enhance the welfare of children

Target #1: Reducing the number of children in foster care in Alaska by 5%

Measure #1: Percent change in the number of children in foster care in Alaska

Analysis of results and challenges: Neither the Department of Law nor the Office of Children's Services really have control over the number of children in foster care. In fact, recent statistics from the Office of Children's Services show that the number of children in foster care increased by 12.58% from 1,876 in October 2005 to 2,112 in October 2006. However, the Department of Law established this as a mission because attorneys in the department are responsible for filing petitions to terminate parental rights or petitions for guardianship. If a child is adopted or placed in a guardianship, they are released from state custody, thereby reducing the number of children in foster care. To accomplish this, we set a goal of increasing the numbers of petitions for termination or guardianship that are finalized.

Target #2: Increase the amount of support received by families through CSSD by 1% each year

Measure #2: Percent change in total dollar amount of child support received by families through CSSD each year

Target #3: Reduce the number of child sexual abuse cases by 5%

Measure #3: Percent change in the number of child sexual abuse cases reported each year

A3: Strategy - Enhance the protection of victims of crimes and delinquent acts

Target #1: Reduce to zero the number of valid complaints from victims

Measure #1: The number of valid complaints from victims

Analysis of results and challenges: Received one valid, written complaint.

A4: Strategy - Enhance Consumer Protection in Alaska

Target #1: Increase effective consumer protection enforcement through successful resolution of consumer complaints, enforcement actions and consumer education

Measure #1: Increase in the number of consumer complaints resolved, enforcement actions taken, and consumer education initiatives completed

Year	Education Events	Invest/Prosecutions	Antitrust Matters	Complaint Resolutions	YTD
2006	4	37	10	203	254
2007	4	67	8	209	288

A5: Strategy - Improve Agency Decision Making

Target #1: 5% reduction per year in legal challenges to final agency decisions in which the state does not prevail

Measure #1: % reduction in legal challenges to agency decisions per year in which the state does not prevail

Appeals in Which the State Did Not Prevail

Year	YTD
2007	8

Prioritization of Agency Programs

(Statutory Reference AS 37.07.050(a)(13))

Criminal Division Results Delivery Unit

Contribution to Department's Mission

The mission of the Criminal Division is to assure safe and healthy communities by prosecuting and convicting criminal offenders in urban and rural Alaska, by upholding those convictions on appeal, and by providing legal services that support the efforts of criminal justice agencies.

Core Services

- (1) The Criminal Division protects the public by prosecuting violations of state criminal law committed by adults and juveniles, and by placing them under appropriate controls.
- (2) The Criminal Division provides focused and specialized prosecution in the following areas:
 - ◆ narcotics prosecution (partially funded by the Department of Public Safety through a federal grant)
 - ◆ environmental crime (funded by the Department of Environmental Conservation)
 - ◆ child support enforcement (funded by the Department of Revenue)
 - ◆ welfare fraud (funded by the Department of Health and Social Services with federal funds)
 - ◆ Medicaid provider fraud (federally-funded grant to the Department of Law)
 - ◆ selected fish and game prosecution (general fund)
 - ◆ alcohol interdiction in rural Alaska (funded by the Department of public safety through a federal grant)
 - ◆ prosecution of "cold case" homicides (general fund)
 - ◆ domestic violence and sexual assault (partially federally funded)
 - ◆ white collar and other special prosecution (general fund)
 - ◆ permanent fund dividend fraud (funded by the Department of Revenue)
- (3) The Criminal Division provides assistance to victims and witnesses of crimes in such ways as preparation for testimony in court, providing travel and per diem expenses, court-mandated witness fees, and information about court procedures, domestic violence restraining orders and violent crime compensation procedures. The Division also ensures that victims are kept informed of important events in their cases and that their constitutional and statutory rights are protected.
- (4) The Criminal Division supports the efforts of criminal justice agencies to detect and punish crime through investigation, trial, and conviction, by litigating criminal appellate proceedings and state and federal post-conviction and habeas corpus proceedings. In addition, the Criminal Division also handles civil litigation challenging statutes related to criminal justice, such as sex offender registration, DNA databank and victims' rights.
- (5) The Criminal Division provides general legal services to the Departments of Corrections and Public Safety relating to their criminal justice activities, as well as legal representation for the Council on Domestic Violence and Sexual Assault, the Alcohol Beverage Control Board, and the Division of Juvenile Justice. These legal services consist of verbal and written advice, representation in civil litigation and administrative proceedings, and assistance with drafting legislation, regulations, policies, and procedures. The Criminal Division handles all extradition matters for the Governor's office. The Criminal Division also provides advice to the legislature and the Governor's office on criminal justice matters.

End Result	Strategies to Achieve End Result
A: Improve Public Safety Against Serious Assault	A1: Improving Public Safety & Enhancing the Protection of Victims of Crimes - Increase the

<p><u>Target #1:</u> Reduce the number of violent felony crimes reported in Alaska by 5%</p> <p><u>Measure #1:</u> % change in the number of violent felony crimes reported each year per 100,000 population</p>	<p>prosecution of violent felonies</p> <p><u>Target #1:</u> 50% of violent felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)</p> <p><u>Measure #1:</u> % of violent felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)</p> <p><u>Target #2:</u> 25% of violent felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed</p> <p><u>Measure #2:</u> % of violent felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed</p> <p>A2: Improving Public Safety & Enhancing the Protection of Victims of Crimes - Increase the prosecution of misdemeanor domestic violence (DV) assaults</p> <p><u>Target #1:</u> 70% of misdemeanor DV assaults accepted for prosecution that are convicted of a class A misdemeanor, rather than a lesser offense or dismissal</p> <p><u>Measure #1:</u> % of misdemeanor DV assaults accepted for prosecution that are convicted of a class A misdemeanor that has not been reduced or dismissed</p>
End Result	Strategies to Achieve End Result
<p>B: Enhance the Welfare of Children</p> <p><u>Target #1:</u> Reduce the number of reports of child sexual abuse by 5%</p> <p><u>Measure #1:</u> Percentage change in the number of child sexual abuse cases reported each year per 100,000 population</p>	<p>B1: Enhancing the Welfare of Children - Increase the prosecution of crimes involving sexual abuse of children</p> <p><u>Target #1:</u> 75% of crimes of sexual abuse of children accepted for felony prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)</p> <p><u>Measure #1:</u> % of crimes of sexual abuse of children accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)</p> <p><u>Target #2:</u> 40% of crimes of sexual abuse of children accepted for felony prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed</p> <p><u>Measure #2:</u> % of crimes of sexual abuse of children accepted for prosecution that are resolved with a felony conviction that has not been reduced or dismissed</p>
End Result	Strategies to Achieve End Result
<p>C: Enhance The Protection of Victims of Crimes and Delinquent Acts</p> <p><u>Target #1:</u> Reduce to zero the number of substantiated</p>	<p>C1: Enhancing the Protection of Victims of Crimes - Increase the prosecution of property felonies</p> <p><u>Target #1:</u> 40% of property felony crimes accepted for</p>

complaints from victims of crimes and delinquent acts submitted to the Office of Victims Rights, the Attorney General's Office, the Commissioner of Health and Social Services, or the Office of the Governor

Measure #1: The number of substantiated complaints submitted by victims to the offices designated above

prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)
Measure #1: % of property felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

Target #2: 35% of property felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced or dismissed

Measure #2: % of property felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced

C2: Enhancing the Protection of Victims of Crimes - Increase and improve responsiveness to victims

Target #1: : Increase training on general victim-related issues, such as victim sensitivity, so that all paralegal assistants who have regular direct contact with victims attend one multi-day training course each year

Measure #1: Number of paralegal assistants with regular direct contact with victims who have been provided yearly training in general victim-related issues

Target #2: Increase the training in specialized victim-related issues, such as domestic violence or sexual assault prosecution, so that all paralegal assistants who have regular direct contact with victims attend one multi-day training course every other year

Measure #2: Number of paralegal assistants with regular direct contact with victims who have been provided biannual training in specialized victim-related issues

FY2009 Resources Allocated to Achieve Results

FY2009 Results Delivery Unit Budget: \$26,481,300

Personnel:

Full time 232

Part time 1

Total 233

Performance Measure Detail

A: Result - Improve Public Safety Against Serious Assault

Target #1: Reduce the number of violent felony crimes reported in Alaska by 5%

Measure #1: % change in the number of violent felony crimes reported each year per 100,000 population

A1: Strategy - Improving Public Safety & Enhancing the Protection of Victims of Crimes - Increase the prosecution of violent felonies

Target #1: 50% of violent felony crimes accepted for prosecution that are resolved with a felony conviction

(rather than a misdemeanor conviction or dismissal)

Measure #1: % of violent felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

Violent Felony Convictions

Year	YTD	Target	Variance
2002	45%	50%	5%
2003	44%	50%	6%
2004	37%	50%	13%
2005	30%	50%	20%
2006	34%	50%	16%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2004.

Analysis of results and challenges: At the end of each calendar year there are cases that are still pending. For the calendar years 2005, 2006 and 2007, the percent of cases that were still pending were 12.5%, 15.8% and 17.5%, respectively.

Target #2: 25% of violent felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed

Measure #2: % of violent felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed

Unreduced Felony Convictions

Year	YTD	Target	Variance
2002	21%	25%	4%
2003	23%	25%	2%
2004	19%	25%	6%
2005	15%	25%	10%
2006	14%	25%	11%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2005.

Analysis of results and challenges: At the end of each calendar year there are cases that are still pending. For the calendar years 2005, 2006 and 2007, the percent of cases that were still pending were 12.5%, 15.8% and 17.5%, respectively.

A2: Strategy - Improving Public Safety & Enhancing the Protection of Victims of Crimes - Increase the prosecution of misdemeanor domestic violence (DV) assaults

Target #1: 70% of misdemeanor DV assaults accepted for prosecution that are convicted of a class A misdemeanor, rather than a lesser offense or dismissal

Measure #1: % of misdemeanor DV assaults accepted for prosecution that are convicted of a class A misdemeanor that has not been reduced or dismissed

Year	YTD	Target	Variance
2002	66%	70%	4%
2003	64%	70%	6%
2004	60%	70%	10%
2005	56%	70%	14%
2006	55%	70%	15%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2005.

Analysis of results and challenges: At the end of 2005 and 2006, 3% and 4% of cases were still pending, respectively.

B: Result - Enhance the Welfare of Children

Target #1: Reduce the number of reports of child sexual abuse by 5%

Measure #1: Percentage change in the number of child sexual abuse cases reported each year per 100,000 population

B1: Strategy - Enhancing the Welfare of Children - Increase the prosecution of crimes involving sexual abuse of children

Target #1: 75% of crimes of sexual abuse of children accepted for felony prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

Measure #1: % of crimes of sexual abuse of children accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

% of Child Sexual Abuse Cases Resolved With a Felony Conviction

Year	YTD	Target	Variance
2002	70%	75%	5%
2003	65%	75%	10%
2004	60%	75%	15%
2005	49%	75%	26%
2006	45%	75%	30%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2005.

Analysis of results and challenges: At the end of 2005 16% of cases were still pending. At the end of 2006 24% of cases were still pending.

Target #2: 40% of crimes of sexual abuse of children accepted for felony prosecution that are resolved with a felony conviction that has not been reduced to a lower level felony or dismissed

Measure #2: % of crimes of sexual abuse of children accepted for prosecution that are resolved with a felony conviction that has not been reduced or dismissed

Child Sexual Abuse Felony Conviction (Unreduced)

Year	YTD	Target	Variance
2002	28%	40%	12%
2003	27%	40%	13%
2004	32%	40%	8%
2005	15%	40%	25%
2006	17%	40%	27%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2005.

Analysis of results and challenges: At the end of 2006 24% of cases were pending.

C: Result - Enhance The Protection of Victims of Crimes and Delinquent Acts

Target #1: Reduce to zero the number of substantiated complaints from victims of crimes and delinquent acts submitted to the Office of Victims Rights, the Attorney General's Office, the Commissioner of Health and Social Services, or the Office of the Governor

Measure #1: The number of substantiated complaints submitted by victims to the offices designated above

C1: Strategy - Enhancing the Protection of Victims of Crimes - Increase the prosecution of property felonies

Target #1: 40% of property felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

Measure #1: % of property felony crimes accepted for prosecution that are resolved with a felony conviction (rather than a misdemeanor conviction or dismissal)

Felony Property Crimes

Year	YTD	Target	Variance
2002	39%	40%	1%
2003	32%	40%	8%
2004	37%	40%	3%
2005	31%	40%	9%
2006	30%	40%	10%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2005.

Target #2: 35% of property felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced or dismissed

Measure #2: % of property felony crimes accepted for prosecution that are resolved with a felony conviction that has not been reduced

Year	YTD	Target	Variance
2002	33%	35%	2%
2003	27%	35%	8%
2004	32%	35%	3%
2005	0	0	0
2006	25%	35%	10%

Information is by calendar year. Statistics are based on the date the case was received in the prosecutor's office, and the most recent data from which these calculations are meaningful is for cases received in calendar year 2004.

C2: Strategy - Enhancing the Protection of Victims of Crimes - Increase and improve responsiveness to victims

Target #1: : Increase training on general victim-related issues, such as victim sensitivity, so that all paralegal assistants who have regular direct contact with victims attend one multi-day training course each year

Measure #1: Number of paralegal assistants with regular direct contact with victims who have been provided yearly training in general victim-related issues

Paralegal Training in General Victim Issues

Year	YTD
2004	14
2005	23
2006	26

Target #2: Increase the training in specialized victim-related issues, such as domestic violence or sexual assault prosecution, so that all paralegal assistants who have regular direct contact with victims attend one multi-day training course every other year

Measure #2: Number of paralegal assistants with regular direct contact with victims who have been provided biannual training in specialized victim-related issues

Paralegal Assistants Specialized Yearly Training

Year	YTD
2005	8
2006	13

In 2005, all paralegals also attended 10 monthly teleconferences that included topics on: Special characteristics of victims of domestic violence and sexual assault and victims responses to acute crisis. Alaska Tribal presented training on: domestic violence and the recovering victim, children who are in-home and witness domestic violence, and effects of domestic violence on children. The Violent Crimes Compensation Board presented training on how to help crime victims. The Sexual Assault Response Team provided training on healing from trauma.

Civil Division Results Delivery Unit

Contribution to Department's Mission

The mission of the Civil Division is to protect the human, financial, and natural resources of the state.

Core Services

The Civil Division RDU supports the Civil Division of the Department of Law. The Civil Division serves the interests of Alaska's citizens by providing legal counsel to the executive branch in all civil actions. The division defends and prosecutes all civil litigation to which the state is a party, and handles legal matters for and provides legal advice to the governor, executive branch agencies, and -- upon request and agreement -- the legislative and judicial branches; reviews regulations prepared by executive agencies; drafts legislation for introduction by the governor; and reviews all legislation before it is acted upon by the governor.

Activities of the Civil Division help protect the financial and natural resources of the state, defend Alaskans' access to the state's land and natural resources, and ensure that the laws and regulations that govern businesses, individuals, and government agencies are constitutional. The division takes action to protect children from abuse and neglect, enforce child support obligations, guarantee that state programs are administered fairly and that money owed to the state is collected, defend the state's interests relative to the federal government, and defend the state from unreasonable demands for payment of costs of lawsuits, personnel actions, and personal injuries. It protects the state's financial resources by advising agencies on decisions that might lead to financial claims, defending against unreasonable claims, and facilitating reasonable settlements or other appropriate resolution of issues.

The Civil Division RDU includes 15 budget components: (1) the Deputy Attorney General's Office; (2) Collections and Support; (3) Commercial and Fair Business Practices; (4) Environmental; (5) Human Services; (6) Labor and State Affairs; (7) Legislation and Regulations; (8) Natural Resources; (9) Oil, Gas and Mining; (10) Opinions, Appeals and Ethics; (11) Regulatory Affairs and Public Advocacy; (12) Statehood Defense; (13) Torts and Workers' Compensation; (14) Transportation; and (15) Timekeeping and Support. A short description of each budget component follows.

- (1) The Deputy Attorney General's Office supports the Deputy for the Civil Division as the deputy assists the Attorney General and the department in carrying out its statutorily prescribed functions. The deputy serves as the chief operating officer for the division and is responsible for leading, managing, and coordinating the activities of the attorneys and paraprofessionals in each of the sections in the six locations of the division.
- (2) The Collections and Support section consists of two units, the collections unit and the child support unit. The section protects the state's financial resources by collecting outstanding civil and criminal debts, and protects Alaska's children by establishing paternity and ensuring compliance with child support orders. The collection unit collects unsecured debts owed to the state. The majority of these debts are criminal judgments, but the unit also collects various civil judgments and penalties. In 2002, the collections unit began collecting restitution on behalf of victims in criminal and juvenile delinquency proceedings. The child support unit represents the Child Support Services Division (CSSD) in court, provides legal support in matters relating to administrative child support enforcement actions, drafts legislation and regulations, and provides general legal advice to CSSD.
- (3) The Commercial and Fair Business Practices section protects the public by enforcing consumer protection and antitrust laws. It provides legal representation, defense and advice to 15 different divisions, commissions and corporations within the Departments of Revenue, Education and Early Development, and Commerce, Community and Economic Development. It provides legal services to the agencies that monitor insurance companies, and protects the public by handling enforcement actions in occupational licensing cases. The section provides legal services on revenue and commercial matters; protects the integrity of the state's public finances through fair interpretation, implementation, enforcement, defense, or adoption of statutes and regulations governing state revenue, charitable gaming, banking, securities, corporations, and the student loan program and other lending programs. The section also provides counsel concerning review of orders issued by the commission overseeing public utilities. The section acts as legal counsel for the Department of Revenue's Tax division (non-Oil and Gas), Permanent Fund Dividend division, and the Alaska Housing Finance

Corporation. Within the Department of Commerce, Community and Economic Development, the section provides legal services to the Divisions of Insurance, Investments, Banking and Securities, Corporations, Business and Professional Licensing and the Regulatory Commission of Alaska. The section also represents the Alaska Student Loan Corporation, the Alaska Commission on Postsecondary Education and the Professional Teaching Practices Commission in the Department of Education and Early Development.

- (4) The Environmental law section provides legal representation to state agencies for the investigation, defense, and prosecution of claims regarding contaminated sites around the state. It also provides legal advice on environmental matters, including legal representation to state agencies for the defense and prosecution of claims regarding the EXXON VALDEZ oil spill, prosecuting cruise lines that foul Alaska's air and waters, providing legal advice to the Department of Natural Resources on the ACMP and provides advice on water quality issues including permitting for large mines, NPDES primacy, marine vessel wastewater discharges and drinking water. The section's work helps to protect the state's environment; to ensure that the costs of contaminated site cleanup are borne by the responsible parties; to minimize the state's exposure to claims for damages relating to environmental problems; to ensure that homeland security measures can be implemented consistent with Alaska's environmental laws; and to ensure that the costs of the available restoration funds from the EXXON VALDEZ settlement are expended in accordance with the law and for the maximum benefit of the Alaska environment. The section also provides legal advice to DEC on public health issues including food safety, animal health and pesticides.
- (5) The Human Services section provides legal advice and representation to the Department of Health and Social Services on issues arising from the state's health services, social services, childcare licensing, and welfare programs. The section consists of two units, the Child Protection unit and the Human Services unit. Attorneys in the Child Protection unit provide legal assistance to the Department of Health and Social Services, Office of Children's Services (OCS) on issues arising from the state's child protection laws. Attorneys in the section advise OCS social workers and if necessary, engage in litigation to remove children from abusive or neglectful homes. The child protection unit has attorneys located in six separate geographic areas of the state to ensure that communities are better served in child protection cases. Attorneys in the Human Services unit provide legal representation to the Department of Health and Social Services on issues arising from the state's health services, social services and welfare programs. The unit prosecutes foster care, assisted living and adult foster home licensing revocations; establishes senior guardianships and conservatorships; represents the state's psychiatric facility in mental commitments; represents the state in Medicaid recipient/provider hearings and appeals and other Medicaid issues; provides advice on the state's certificate of need program and in public health and public assistance matters. Additionally, at the request of the Division of Health Care Services, the section has taken on the responsibility of enforcing statutory subrogation and lien rights when an individual becomes a Medicaid recipient as the result of the actions of a third party.
- (6) The Labor and State Affairs section provides legal assistance needed for governmental management, including budget, public finance, employment, labor relations, civil rights, procurement, retirement programs, Medicaid rate disputes, investment of treasury and Permanent Fund Corporation funds and homeland security matters. The section provides legal assistance on problems associated with institutional relationships within state government, the interaction between state and local governments, and the conduct of elections. The section provides legal assistance to virtually every agency in state government on personnel, employment and labor relations' issues. It also provides legal counsel to the Division of Motors Vehicles for revocation of driver's licenses. Agency recipients of the majority of legal services include the Departments of Administration, Community and Economic Development, Education and Early Development, Health and Social Services, Labor and Workforce Development and Military and Veteran's Affairs; the Offices of the Governor and Lieutenant Governor, the Governor's Office of Management and Budget; and quasi governmental entities such as the Alaska Industrial Development and Export Authority and the Alaska Permanent Fund Corporation.
- (7) The Legislation and Regulations Section drafts and edits legislation on behalf of the governor for introduction in the legislature, tracks and reviews all legislation for legal issues before the governor acts on it, and reviews virtually all regulations adopted by the executive branch for compliance with legal requirements. The section assists the governor's office in seeking passage of legislation introduced at the request of the governor. The section coordinates responses to legal questions and requests for information from legislators to the Department of Law. The section provides training on regulations and legislative matters to all state agencies and to assistant attorneys general. The section prepares the Drafting Manual for Administrative Regulations. The section frequently provides advice to state agencies regarding legal requirements for legislation, regulations, public

records, and the Open Meetings Act. The regulations attorney serves as the executive branch representative to the National Conference of Commissioners on Uniform State Laws, which formulates model legislation on issues of nationwide concern.

- (8) The Natural Resources section provides legal advice and representation to state departments, boards, and commissions that regulate Alaska's lands, waters, and fish and game. It protects Alaskans' interests by ensuring that the state's natural resources are managed and allocated by state agencies in a manner that is consistent with the law, defending against legal challenges to actions taken by the state's natural resource agencies, and pursuing legal actions against persons who are illegally using, damaging, or destroying Alaska's lands, waters, or renewable natural resources. It advises state agencies on issues relating to mental health lands and Native allotments and represents the state in legal actions involving those lands. It also provides legal advice to the Agricultural Revolving Loan Fund. The Natural Resources section supervisor also oversees the activities of the Statehood Defense component.
- (9) The Oil, Gas, and Mining section is responsible for litigating oil, gas and mining resource disputes involving the state. It provides legal representation to state agencies for the investigation, defense, and prosecution of claims concerning the state's oil and gas royalty and taxation programs. It protects Alaskans' interests by ensuring that the state receives the royalty and tax revenues to which it is entitled for current and past production. It also defends against challenges to state oil and gas lease sale programs, monitors and protests tariffs charged for transportation of oil and gas production through pipelines, and provides legal advice to state agencies concerning the development of state oil, gas, and mineral resources.

Department attorneys must frequently rely on economists, engineers, and other experts to address these highly technical oil and gas issues. Moreover, due to the complexity, length, and magnitude of major tax, royalty, tariff, and antitrust cases, outside counsel must sometimes be used to help in these disputes. The contracts with outside counsel and expert consultants on large or complex oil and gas cases are also funded by this component, as are the legal services related to lease sales, drafting and interpreting oil and gas statutes and regulations, pipeline right-of-way issues, and oil and gas conservation.

- (10) The Opinions, Appeals and Ethics section provides specialized legal services and expertise to all state departments, commissions, boards and agencies on legal opinions, civil appeals in state and federal court, and executive branch ethics. The section's primary functions include improving the state's advocacy in civil appellate work, improving the quality of Attorney General opinions, providing timely and comprehensive services on executive branch ethics for all state government, and providing specialized legal expertise in certain areas including public records act and Indian law. The attorneys in the section evaluate and make recommendations to the Attorney General on all civil appeals and petitions for review. The section also provides assistance with briefing and case preparation, and handles appeals where the case presents significant constitutional issues.
- (11) The Regulatory Affairs and Public Advocacy section was created in July 2004. The section carries out the Attorney General's responsibility to represent the public interest in regulatory affairs by performing the public advocacy function in utility and pipeline carrier matters that come before the Regulatory Commission of Alaska.
- (12) The Statehood Defense group located in the Natural Resources section of the Department of Law litigates issues raised by conflicts between state and federal jurisdiction. The group handles a variety of complex cases that will have a profound and lasting impact on management of Alaska's natural resources. The state frequently must defend against encroachment by the federal government into areas traditionally regulated by the state. The Statehood Defense group works on RS 2477 rights-of-way, access in National Forests and across other federal lands and ANCSA 17(b) and other easements. The unit provides ongoing legal advice to the Department of Fish and Game as it works to implement dual management of subsistence resources and closely monitors the actions of the Federal Subsistence Board. The unit also works on issues arising under the Endangered Species Act, the Pacific Salmon Treaty, the Magnuson-Stevens Fishery Conservation and Management Act, and other federal laws to protect state fishery and wildlife resources and the state's role in managing them. The unit also assists DNR with its' efforts to secure Alaska Statehood Act land entitlements. The unit frequently comments on drafts and amendments to bills before Congress on a wide range of resource related topics and provides advice to state agencies on matters of federal Indian law.
- (13) The Torts and Workers' Compensation section provides legal defense in tort litigation cases filed against the state, state agencies, and state employees, including personal injury, property damage, and civil rights suits

brought under 42 U.S.C. §1983. The section also defends the state in contested workers' compensation claims, and provides advice and training to reduce the state's liability exposure. The section provides legal services to the Division of Risk Management and, through it, to all state agencies.

- (14) The Transportation section provides legal advice to and representation of the Department of Transportation and Public Facilities. The section assists the Department of Transportation with project development and operation of the public infrastructure necessary for the safety and well-being of Alaskans by providing advice and representation on all aspects of the construction and operation of the state's public facilities, including building, highways, ferries, airports, harbors, communications facilities, and other public works.
- (15) The Timekeeping and Support section, which is comprised of those cost elements of the Civil Division support pool that are division-wide rather than section-specific, includes the costs of law office management (for the Juneau, Anchorage, and Fairbanks offices), case management, and division timekeeping and billing. The section provides day-to-day support to the legal staff by ensuring that resources necessary to perform their jobs are available. The section is responsible for maintaining work management and timekeeping records, providing accurate and timely billing to client agencies, and ensuring that office operations flow efficiently and unencumbered while state and department policies are followed and consistently applied.

End Result	Strategies to Achieve End Result
<p>A: Improve Client-Agency Decision Making</p> <p><u>Target #1:</u> 5% reduction per year in legal challenges to final agency decisions in which the state does not prevail</p> <p><u>Measure #1:</u> % reduction in legal challenges to agency decisions per year in which the state does not prevail</p>	<p>A1: Increase agency training</p> <p><u>Target #1:</u> 1 training per agency per year</p> <p><u>Measure #1:</u> # of agencies receiving one training per year</p> <p>A2: Implement review of existing agency regulations to ensure clarity and statutory consistency</p> <p><u>Target #1:</u> 2 reviews per year</p> <p><u>Measure #1:</u> # of reviews completed per year</p> <p>A3: Reduce time for legal reviews of agency approved regulations</p> <p><u>Target #1:</u> 100% on-time response</p> <p><u>Measure #1:</u> % response delivered within mutually agreed time</p> <p>A4: Increase public awareness of agency regulation adoption process</p> <p><u>Target #1:</u> Hold 1 informational meeting for the public per year</p> <p><u>Measure #1:</u> Number of informational meetings held per year</p> <p>A5: Encourage and facilitate agency use of alternative dispute resolution</p> <p><u>Target #1:</u> Train two agencies in ADR use per year</p> <p><u>Measure #1:</u> # of agencies trained in ADR use per year</p> <p>A6: Increase communication between client agencies and Department of Law</p>

	<p><u>Target #1:</u> Implement annual senior staff meetings with each agency</p> <p><u>Measure #1:</u> # of agency senior staff meetings per year</p> <p>A7: Enhance compliance with state ethics laws</p> <p><u>Target #1:</u> Train 3 agencies in ethics per year</p> <p><u>Measure #1:</u> # of agencies trained each year</p> <p><u>Target #2:</u> 5% increase in informal advice to agencies on ethics</p> <p><u>Measure #2:</u> % increase in informal responses to questions about ethics.</p> <p><u>Target #3:</u> Increase timeliness of response in ethics matters</p> <p><u>Measure #3:</u> % responses delivered within established timeframe.</p>
End Result	Strategies to Achieve End Result
<p>B: Enhance the Welfare of Children</p> <p><u>Target #1:</u> Increase the percentage of cases in which a permanent legal resolution is obtained for children in the custody of the Department of Health and Social Services, Office of Children's Services</p> <p><u>Measure #1:</u> % of cases in which a permanent legal resolution is obtained for children in state custody.</p> <p><u>Target #2:</u> Increase the percentage of Child in Need of Aid cases that are eligible for federal reimbursement.</p> <p><u>Measure #2:</u> % of Child in Need of Aid cases that are eligible for federal reimbursement.</p> <p><u>Target #3:</u> Increase the percentage of child support cases successfully resolved</p> <p><u>Measure #3:</u> % of child support cases successfully resolved</p>	<p>B1: Increase the number of Petitions for Termination of Parental Rights or Petitions for Guardianship when a child has been in the custody of the department for 15 of the most recent 22 months when adoption or guardianship is the plan for the child</p> <p><u>Target #1:</u> Two training sessions per year for AGO staff and OCS staff.</p> <p><u>Measure #1:</u> # of training sessions completed each year</p> <p><u>Target #2:</u> File Petitions for Termination of Parental Rights within the timeframe mandated by statute in the cases in which the filing of such petitions is statutorily required</p> <p><u>Measure #2:</u> % of petitions filed within the statutorily mandated timeframe</p> <p><u>Target #3:</u> File Petitions for Guardianship with 60 days in the cases in which guardianship has been identified as the permanent goal for the child</p> <p><u>Measure #3:</u> % of petitions filed with within 60 days after guardianship has been identified as the permanent goal</p> <p>B2: Increase the number of child support orders that comply with state child support guidelines</p> <p><u>Target #1:</u> Take action in 90% of child support modification files within 30 days of receipt of file from CSSD</p> <p><u>Measure #1:</u> % of modification files in which action is taken within 30 days of receipt by this office.</p> <p>B3: Improve administrative decision-making at the administrative review and formal hearing level</p>

	<p><u>Target #1:</u> Complete one training session per year for establishment and modification personnel at CSSD</p> <p><u>Measure #1:</u> # of training sessions completed each year</p> <p><u>Target #2:</u> One annual meeting with CSSD's senior staff</p> <p><u>Measure #2:</u> # of meetings with CSSD's senior staff each year</p> <p><u>Target #3:</u> Provide monthly report to CSSD summarizing supreme court decisions relating to child support and recommending changes to CSSD regulations, policies, or procedures as a result of those decisions</p> <p><u>Measure #3:</u> # of monthly reports completed each year</p> <p>B4: Increase the use of civil enforcement remedies in cases where routine administrative collection actions have failed</p> <p><u>Target #1:</u> Conduct four meetings with CSSD enforcement personnel each year to discuss screening and investigating cases for complex civil enforcement remedies</p> <p><u>Measure #1:</u> # of meetings held with CSSD enforcement personnel each year</p> <p><u>Target #2:</u> Increase the number of cases accepted for complex civil enforcement action – including civil contempt, fraudulent transfer, piercing the corporate veil, seek work orders, or license enforcement – by 2% per year</p> <p><u>Measure #2:</u> % increase in the number of cases referred by CSSD that are accepted for complex civil enforcement</p> <p>B5: Increase in number of cases in which appropriate judicial findings are contained in the initial court order and in permanency orders in Child-in-Need of Aid cases</p> <p><u>Target #1:</u> Two training sessions per year for AGO staff and OCS staff</p> <p><u>Measure #1:</u> # of training sessions completed each year</p> <p><u>Target #2:</u> 100% Quality assurance review of all initial court orders prepared by AGO staff within 5 business days of receipt</p> <p><u>Measure #2:</u> % of initial court orders reviewed within 5 days of receipt</p> <p><u>Target #3:</u> 100% of deficient court orders remedied within 30 days of notification by DHSS</p> <p><u>Measure #3:</u> % of cases in which deficiencies have been remedied within 30 days of notification</p>
End Result	Strategies to Achieve End Result
C: Enhance The Protection of Victims of Crimes and Delinquent Acts	C1: Increase collection of restitution on behalf of victims

<p><u>Target #1:</u> Reduction in complaints from victims of crimes and delinquent acts submitted to the Office of Victims Rights, the Attorney General's Office, the State Ombudsman, or the Office of the Governor.</p> <p><u>Measure #1:</u> Change in the number of complaints submitted by victims to the offices designated above.</p>	<p><u>Target #1:</u> Request disbursement of 90% of all restitution payments to victims within 10 business days after receipt of the payment, excluding the 30-day hold for personal checks</p> <p><u>Measure #1:</u> % of disbursements that are requested within 10 business days of receipt of payment, not including the 30-day hold for personal checks</p> <p><u>Target #2:</u> Increase the overall restitution collections by 5% each year</p> <p><u>Measure #2:</u> % increase in total restitution collections each year</p> <p><u>Target #3:</u> Increase the number of cases closed by 5% each year due to payment in full of the restitution.</p> <p><u>Measure #3:</u> % increase in restitution cases closed each year.</p> <p><u>Target #4:</u> Increase by 10% the use of civil enforcement remedies in cases where permanent fund dividend attachments have failed</p> <p><u>Measure #4:</u> % increase in number of cases in which one or more of the following actions have been taken: (1) bank sweeps; (2) wage garnishments; and (3) liens recorded</p>
End Result	Strategies to Achieve End Result
<p>D: Enhance Consumer Protection in Alaska</p> <p><u>Target #1:</u> Increase effective consumer protection enforcement through successful resolution of consumer complaints, enforcement actions and consumer education</p> <p><u>Measure #1:</u> Increase in the number of consumer complaints resolved, enforcement actions taken, and consumer education initiatives completed</p>	<p>D1: Increase consumer education</p> <p><u>Target #1:</u> At least 4 consumer education initiatives completed per year</p> <p><u>Measure #1:</u> Number of initiatives completed in a year</p> <p>D2: Develop stronger consumer protection laws and regulations</p> <p><u>Target #1:</u> Propose two consumer protection or antitrust legislative initiatives or regulations per year.</p> <p><u>Measure #1:</u> Number of legislative initiatives submitted and regulations drafted per year</p> <p>D3: Effective enforcement</p> <p><u>Target #1:</u> 5% increase in investigations and prosecutions</p> <p><u>Measure #1:</u> % increase in number of investigations and prosecutions initiated</p> <p>D4: Effective antitrust enforcement</p> <p><u>Target #1:</u> Participate in multistate antitrust matters and investigate local matters implicating antitrust issues</p> <p><u>Measure #1:</u> Number of multistate antitrust joined and local antitrust investigations initiated</p>

	<p>D5: Effective implementation of registration laws</p> <p><u>Target #1:</u> 100% of annual registration applications processed within one year</p> <p><u>Measure #1:</u> % of actual applications processed within one year</p> <p>D6: Effective consumer complaint resolution</p> <p><u>Target #1:</u> Increase % of consumer complaints resolved through informal complaint process</p> <p><u>Measure #1:</u> % increase in consumer complaints resolved through informal complaint process</p>
End Result	Strategies to Achieve End Result
<p>E: Improve Regulatory Advocacy On Behalf Of The Public</p> <p><u>Target #1:</u> 70% success rate in representing the public interest before the RCA</p> <p><u>Measure #1:</u> % of cases in which the position of the DOL RAPA section is adopted by decision or settlement</p>	<p>E1: Increase effectiveness of AG's advocacy of public interest in RCA dockets</p> <p><u>Target #1:</u> 5% increase in success rate in representing public interest</p> <p><u>Measure #1:</u> % increase in cases in which the AG's public interest position is adopted by decision or settlement</p> <p>E2: Enhance operational expertise</p> <p><u>Target #1:</u> Provide one training opportunity a year for AAGs and RAPA analyst staff</p> <p><u>Measure #1:</u> # of training opportunities provided</p> <p>E3: Enhance public awareness of public advocacy role</p> <p><u>Target #1:</u> Publish Public Advocate Advisories for cases significantly affecting the public interest</p> <p><u>Measure #1:</u> # of Public Advocate Advisories published for cases significantly affecting the public interest</p>
End Result	Strategies to Achieve End Result
<p>F: Enhance State Revenue From Mineral Resources</p> <p><u>Target #1:</u> Increase state revenue from mineral resource development by 20% (adjusted for changes in oil and gas prices) over current baseline projections, over the next ten years</p> <p><u>Measure #1:</u> % progress toward increase in state revenue from mineral resource development over current baseline projections, each year over the next ten years</p>	<p>F1: Assist state agencies in achieving a project to market Alaska's North Slope Gas</p> <p><u>Target #1:</u> Within seven years have a transportation system completed to carry North Slope gas to market</p> <p><u>Measure #1:</u> Number of years required for completion of a transportation system to carry North Slope gas to market</p> <p>F2: Defend non-discriminatory inter-state TAPS tariff</p> <p><u>Target #1:</u> Achieve non-discriminatory TAPS tariff</p> <p><u>Measure #1:</u> Successful FERC adjudicatory determination following administrative hearing</p>

FY2009 Resources Allocated to Achieve Results

FY2009 Results Delivery Unit Budget: \$48,062,700

Personnel:

Full time	291
Part time	8
Total	299

Performance Measure Detail

A: Result - Improve Client-Agency Decision Making

Target #1: 5% reduction per year in legal challenges to final agency decisions in which the state does not prevail

Measure #1: % reduction in legal challenges to agency decisions per year in which the state does not prevail

Appeals in Which the State Did Not Prevail

Year	YTD
2007	8

A1: Strategy - Increase agency training

Target #1: 1 training per agency per year

Measure #1: # of agencies receiving one training per year

Fiscal Year	YTD
FY 2006	15
FY 2007	24

Does not include Court System, University, Railroad, or Legislature

A2: Strategy - Implement review of existing agency regulations to ensure clarity and statutory consistency

Target #1: 2 reviews per year

Measure #1: # of reviews completed per year

Regulation Review

Fiscal Year	YTD	Target	Variance
FY 2006	5	2	0
FY 2007	41	2	0

A3: Strategy - Reduce time for legal reviews of agency approved regulations**Target #1:** 100% on-time response**Measure #1:** % response delivered within mutually agreed time**Regulation Review On Time**

Fiscal Year	YTD	Target	Variance
FY 2006	95%	100%	5%
FY 2007	97%	100%	3%

A4: Strategy - Increase public awareness of agency regulation adoption process**Target #1:** Hold 1 informational meeting for the public per year**Measure #1:** Number of informational meetings held per year**Informational Meetings**

Fiscal Year	YTD	Target	Variance
FY 2006	45	1	0
FY 2007	48	1	0

These are meetings held not solely for the public, but public attend to gain information. The meetings consist of the Boards of Fisheries, Game, Big Game Commercial Services Guide Board, Kenai River Working Group, Board of Agriculture and Conservation, Soil and Water Conservation and Development, Board, and the Federal Subsistence Board.

Analysis of results and challenges: The Legislation and Regulations Section has worked closely with the small business regulations coordinator in the Department of Commerce, Community and Economic Development in the implementation of the small business regulations pilot project. The pilot project was authorized by the legislature to facilitate regulations being more responsive to the needs of small business. The Legislation and Regulations section has provided training to, and reviewed materials for the small business regulations coordinator. The small business regulations coordinator has given presentations before small business groups and conferences during fiscal year 2006 to explain the small business regulations pilot project.

A5: Strategy - Encourage and facilitate agency use of alternative dispute resolution**Target #1:** Train two agencies in ADR use per year**Measure #1:** # of agencies trained in ADR use per year**Alternative Dispute Resolution**

Fiscal Year	YTD	Target	Variance
FY 2006	2	2	0
FY 2007	0	2	0

While the Civil Division did not provide specific training during FY07 we did assist agencies in 6 actual alternate dispute resolutions during the year.

A6: Strategy - Increase communication between client agencies and Department of Law**Target #1:** Implement annual senior staff meetings with each agency**Measure #1:** # of agency senior staff meetings per year

Analysis of results and challenges: FY07 - Labor and State Affairs estimates they conducted over 700 meetings with senior agency staff. Collections and Support and Transportation each reported one meeting during FY07. Human Services section chief and senior AAGs met with senior OCS staff once per month while the Anchorage and Fairbanks AAGs met with OCS supervisors every other month. The Natural Resources

section continues to meet with senior agency staff as needed. Attorneys in the Commercial and Fair Business Section met numerous times during the year with senior staff of each agency. The section represents 15 different agencies as well as gives advice to 21 occupational boards and commissions. In particular, section attorneys 1) had at least 15 in-person meetings with senior management at the Department of Revenue on non-oil and gas tax and permanent fund dividend related matters; 2) had weekly telephonic meetings with senior staff at Alaska Housing Finance Corporations on public housing matters and attended seven AHFC board meetings; 3) attended seven scheduled board meetings of Alaska Commission on Postsecondary Education and Alaska Student Loan Corporation; 4) attended and gave advice at regularly scheduled board meetings of various occupational boards including the State Medical Board, Board of Nursing, the Real Estate Commission, the Board of Marine Pilots, the Board of Public Accountancy, and the Board of Dental Examiners, and the Professional Teaching Practices Commission; and 5) attended bi-monthly meetings with senior staff of the Division of Insurance and weekly meetings with Division of Insurance investigators.

FY06 - Staff in the Natural Resources section meet with senior level agency staff an average of 300+ times per year. The Environmental Section reports three senior staff meetings, Collections and Support reports one meeting. Oil and Gas reports that the section, along with DNR Oil and Gas and Revenue Audit jointly put on a "Royalty Day" presentation for staff from all 3 agencies in order to facilitate a common ground of understanding of lease, litigation, royalty and tax history. We have also participated in informal brown bag lunches with the DNR Oil and Gas division on different oil and gas related topics. Future, similar sessions are planned for other DNR divisions.

A7: Strategy - Enhance compliance with state ethics laws

Target #1: Train 3 agencies in ethics per year

Measure #1: # of agencies trained each year

Increased Ethics Training

Fiscal Year	YTD	Target
FY 2006	1	3
FY 2007	6	3

Target #2: 5% increase in informal advice to agencies on ethics

Measure #2: % increase in informal responses to questions about ethics.

Informal Responses to Ethics Questions

Year	YTD
2006	227
2007	186

Analysis of results and challenges: With the transition in administrations, we have been asked about various ethics issues with respect to post-state employment and conflicts of interest. We have achieved 100% of responses delivered within mutually agreed timeframes.

Target #3: Increase timeliness of response in ethics matters

Measure #3: % responses delivered within established timeframe.

B: Result - Enhance the Welfare of Children

Target #1: Increase the percentage of cases in which a permanent legal resolution is obtained for children in the custody of the Department of Health and Social Services, Office of Children's Services

Measure #1: % of cases in which a permanent legal resolution is obtained for children in state custody.

Analysis of results and challenges: The Department of Law has a role in increasing the number of cases in

which a permanent legal resolution is obtained for children in state custody by moving forward with termination and guardianship petitions once that specific goal has been identified by the client agency. While OCS is able to provide statistics on the percentages of children achieving permanency, there is no database or mechanism in place that tracks when a permanency goal is changed versus when that permanency goal was achieved. Therefore, it is difficult to quantify improvement or lack thereof in this area. On a general practice level, our office could continue to strive to file timely motions once the permanency goal of adoption or guardianship has been identified.

Target #2: Increase the percentage of Child in Need of Aid cases that are eligible for federal reimbursement.

Measure #2: % of Child in Need of Aid cases that are eligible for federal reimbursement.

Analysis of results and challenges: The Department of Law has a role in increasing the number of children in foster care who are eligible for federal aid by obtaining specific judicial findings at various points in the case. At the very first hearing, attorneys must obtain a finding that it is "contrary to the welfare of the child to remain in the home". Failure to obtain such a finding will keep OCS from ever receiving federal foster care reimbursement for that child through Title IV E of the Social Security Act. Our office has consistently been meeting this goal over the last few years.

In addition, our office has implemented the use of form orders that are filled out and submitted simultaneously with certain hearings. The use of these form orders has improved the timeliness with which initial and permanency orders are submitted to the court for signature.

Our office has also improved when it comes to obtaining a finding that "reasonable efforts have been made to achieve the permanent plan for the child" within 12 months after the child enters foster care and every 12 months thereafter. This issue has been a topic of discussion at collaborative agency meetings. With the court, Office of Public Advocacy, OCS and the Department of Law working together, an effort is made to schedule these necessary hearings at 10 months instead of 12, increasing the number of cases in compliance and assuring the cases could be counted in a federal audit.

Target #3: Increase the percentage of child support cases successfully resolved

Measure #3: % of child support cases successfully resolved

Analysis of results and challenges: We currently do not have the data to track this measure. However, the section did open over 1,400 support cases in FY07 and closed over 1,500.

B1: Strategy - Increase the number of Petitions for Termination of Parental Rights or Petitions for Guardianship when a child has been in the custody of the department for 15 of the most recent 22 months when adoption or guardianship is the plan for the child

Target #1: Two training sessions per year for AGO staff and OCS staff.

Measure #1: # of training sessions completed each year

Target #2: File Petitions for Termination of Parental Rights within the timeframe mandated by statute in the cases in which the filing of such petitions is statutorily required

Measure #2: % of petitions filed within the statutorily mandated timeframe

Analysis of results and challenges: This information has not been readily available to date. Law hopes that our new case management system at Law will produce this kind of information. However, in both internal and agency partner meetings, specific attention has been given to the issue of timely filing. The court also appears to making it routine to inquire when a petition for termination or guardianship might be filed if the 15 month mark is approaching. On a general practice level, it appears that there may be some improvement. Maintaining full staffing levels is also necessary to effectively monitor statutory deadlines.

Target #3: File Petitions for Guardianship with 60 days in the cases in which guardianship has been identified as the permanent goal for the child

Measure #3: % of petitions filed with within 60 days after guardianship has been identified as the permanent goal

Analysis of results and challenges: This information has not been readily available to date. Law hopes that our new case management system at Law will produce this kind of information. However, in both internal and agency partner meetings, specific attention has been given to the issue of timely filing. The court also appears to making it routine to inquire when a petition for termination or guardianship might be filed if the 15 month mark is approaching. So on a general practice level, it appears that there may be some improvement. Maintaining full staffing is also necessary to effectively monitor statutory deadlines.

B2: Strategy - Increase the number of child support orders that comply with state child support guidelines

Target #1: Take action in 90% of child support modification files within 30 days of receipt of file from CSSD

Measure #1: % of modification files in which action is taken within 30 days of receipt by this office.

Modification Files Opened

Year	YTD
2006	817
2007	691

Analysis of results and challenges: Complete data on date of action not readily available.

B3: Strategy - Improve administrative decision-making at the administrative review and formal hearing level

Target #1: Complete one training session per year for establishment and modification personnel at CSSD

Measure #1: # of training sessions completed each year

Year	YTD	Target	Variance
2006	1	1	0
2007	0	1	-1

Analysis of results and challenges: No formal training sessions were conducted in FY2007. Each assistant attorney general provided informal training to the caseworker and supervisor on specific issues that arose in individual cases.

Target #2: One annual meeting with CSSD's senior staff

Measure #2: # of meetings with CSSD's senior staff each year

Meetings Held With CSSD Senior Staff

Year	YTD	Target	Variance
2006	1	1	0
2007	1	1	0

Target #3: Provide monthly report to CSSD summarizing supreme court decisions relating to child support and recommending changes to CSSD regulations, policies, or procedures as a result of those decisions

Measure #3: # of monthly reports completed each year

Supreme Court Summary Reports Prepared for CSSD

Year	YTD
2006	5
2007	7

Supreme court rulings relevant to child support and CSSD are not released every month therefore a summary report may not be needed. We have issued summary reports in all months where relevant rulings were released.

B4: Strategy - Increase the use of civil enforcement remedies in cases where routine administrative collection actions have failed

Target #1: Conduct four meetings with CSSD enforcement personnel each year to discuss screening and investigating cases for complex civil enforcement remedies

Measure #1: # of meetings held with CSSD enforcement personnel each year

Meetings with Enforcement Personnel

Fiscal Year	YTD	Target	Variance
FY 2006	5	4	1
FY 2007	3	4	-1

Target #2: Increase the number of cases accepted for complex civil enforcement action – including civil contempt, fraudulent transfer, piercing the corporate veil, seek work orders, or license enforcement – by 2% per year

Measure #2: % increase in the number of cases referred by CSSD that are accepted for complex civil enforcement

Increase CSSD complex civil enforcement cases

Fiscal Year	YTD
FY 2005	9
FY 2006	27
FY 2007	14

B5: Strategy - Increase in number of cases in which appropriate judicial findings are contained in the initial court order and in permanency orders in Child-in-Need of Aid cases

Target #1: Two training sessions per year for AGO staff and OCS staff

Measure #1: # of training sessions completed each year

Analysis of results and challenges: There were no training sessions specifically on this topic although the topic is routinely included in general staff meetings with OCS. Further, the form orders, implemented February 14, 2007 in Anchorage, contain all the necessary findings. There have been at least two training sessions for Anchorage AAGs on the correct use of the form orders in court. It is anticipated the form orders will go statewide this fall.

Target #2: 100% Quality assurance review of all initial court orders prepared by AGO staff within 5 business days of receipt

Measure #2: % of initial court orders reviewed within 5 days of receipt

Analysis of results and challenges: The Child Protection Section Chief personally reviews the initial court orders prepared by new AAG staff to make sure they will qualify for federal reimbursement. She generally reviews these orders for 2-3 months after the employment of a new AAG.

Target #3: 100% of deficient court orders remedied within 30 days of notification by DHSS

Measure #3: % of cases in which deficiencies have been remedied within 30 days of notification

Analysis of results and challenges: In the past, OCS has notified the Child Protection Section Chief of deficient or missing courts orders. She then notifies the attorney and asks that they copy her with the order or notify her if the order had already been prepared but just needed to be sent to OCS. The Section Chief kept track of those requests and believed the goal was met. She has not heard of any deficient or missing court orders for months.

C: Result - Enhance The Protection of Victims of Crimes and Delinquent Acts

Target #1: Reduction in complaints from victims of crimes and delinquent acts submitted to the Office of Victims Rights, the Attorney General's Office, the State Ombudsman, or the Office of the Governor.

Measure #1: Change in the number of complaints submitted by victims to the offices designated above.

Complaints From Victims

Year	YTD
2006	1
2007	1

C1: Strategy - Increase collection of restitution on behalf of victims

Target #1: Request disbursement of 90% of all restitution payments to victims within 10 business days after receipt of the payment, excluding the 30-day hold for personal checks

Measure #1: % of disbursements that are requested within 10 business days of receipt of payment, not including the 30-day hold for personal checks

Analysis of results and challenges: Currently, this data is not tracked and cannot be easily obtained. The goal is to track this information when the new collections database is implemented.

Target #2: Increase the overall restitution collections by 5% each year

Measure #2: % increase in total restitution collections each year

Increase in Collections

Fiscal Year	YTD	Target	Variance
FY 2005	1,580.055	Baseline	0
FY 2006	1,554.055	1,604,000	1.5% Decrease
FY 2007	2,251,207	647,207	41.6% Increase

Increases and decreases from year to year are primarily the result of the size of the permanent fund dividend since the PFD is the primary collection tool.

Target #3: Increase the number of cases closed by 5% each year due to payment in full of the restitution.

Measure #3: % increase in restitution cases closed each year.

Restitution Cases Closed

Fiscal Year	Adults	Juveniles	YTD	Target
FY 2005	321	127	448	Baseline
FY 2006	409 +27.41%	188 +48.03%	597 +33.26%	470 0%

Target #4: Increase by 10%the use of civil enforcement remedies in cases where permanent fund dividend attachments have failed

Measure #4: % increase in number of cases in which one or more of the following actions have been taken: (1) bank sweeps; (2) wage garnishments; and (3) liens recorded

Analysis of results and challenges: Data not currently tracked or readily available.

D: Result - Enhance Consumer Protection in Alaska

Target #1: Increase effective consumer protection enforcement through successful resolution of consumer complaints, enforcement actions and consumer education

Measure #1: Increase in the number of consumer complaints resolved, enforcement actions taken, and consumer education initiatives completed

Analysis of results and challenges: As indicated in the strategies, the consumer protection unit met its target strategies for enhancing consumer protection for FY2007.

D1: Strategy - Increase consumer education

Target #1: At least 4 consumer education initiatives completed per year

Measure #1: Number of initiatives completed in a year

Consumer Education Initiatives

Fiscal Year	YTD	Target	Variance
FY 2006	4	4	0
FY 2007	4	4	0

Analysis of results and challenges: The CP Unit, in conjunction with the AARP and the Division of Banking, developed the curriculum and helped teach ten two-day seminars to educate consumers about consumer and financial fraud. In addition to two seminars in Anchorage, AAG's from the CP Unit traveled to Kenai, Palmer, Fairbanks, Juneau, and Ketchikan to give presentations on Identity Theft, Common Scams and Frauds, Auto Fraud, Investment Fraud, and Telemarketing Fraud.

The CP Unit also teamed up with Alaska Legal Services' Pro Bono Program to offer a clinic on "Consumer Protection Fundamentals" for consumers in Palmer and Wasilla, and conducted the opening session for Scam Jam 2006, an event sponsored by the BBB.

In addition, the CP Unit teamed up with the FTC and the Indian Arts and Crafts Board and participated in several consumer education efforts relating to Alaska Native arts and crafts. Those efforts included revising and distributing over 32,000 Alaska Native Art brochures throughout the State and on cruise ships heading to Alaska, purchasing advertising space in the Alaska Airlines Horizon magazine to provide consumer information on counterfeit Alaska Native art and crafts, and participating as a guest speaker at the Alaska Native Art Summit held in Anchorage at the fall AFN conference.

Finally, the CP Unit issued 2 consumer education press releases and posted 7 consumer alerts on the Consumer Protection web page containing warnings of scams and other relevant consumer information.

D2: Strategy - Develop stronger consumer protection laws and regulations

Target #1: Propose two consumer protection or antitrust legislative initiatives or regulations per year.

Measure #1: Number of legislative initiatives submitted and regulations drafted per year

Stronger Consumer Laws

Fiscal Year	YTD	Target	Variance
FY 2006	2	2	0
FY 2007	2	2	0

Analysis of results and challenges: The CP Unit proposed two legislative initiatives, including legislative proposals relating to the use of promotional checks and to the regulation of sellers of travel. The CP Unit worked closely with the Legislature on several important pieces of legislation; (1) we worked closely with the Division of Banking and the mortgage industry to pass the mortgage broker/lender legislation introduced by Representative Lynn; (2) we drafted legislation that changed the requirements for sellers of tobacco products; and (3) we worked closely with the Legislature and bill sponsors on a comprehensive bill to regulate the use of personal information.

D3: Strategy - Effective enforcement

Target #1: 5% increase in investigations and prosecutions

Measure #1: % increase in number of investigations and prosecutions initiated

Effective Enforcement

Year	Investigations	Prosecutions	YTD	Target
2005	26	10	36	Baseline
2006	25	12	37	38
2007	39	28	67	40

Analysis of results and challenges: FY2007 actions included three complaints filed against pharmaceutical manufacturers that we have associated with outside counsel to assist in prosecuting the cases. In addition, a major investigation and prosecution of a large regional auto dealer doing business in Alaska for consumer protection violations.

D4: Strategy - Effective antitrust enforcement

Target #1: Participate in multistate antitrust matters and investigate local matters implicating antitrust issues

Measure #1: Number of multistate antitrust joined and local antitrust investigations initiated

Antitrust Cases Joined or Investigated

Year	YTD
2006	10
2007	8

Analysis of results and challenges: FY2007 - The CP Unit is currently involved in five multistate antitrust cases. We agreed to participate as the cost share administrator in the Ovcon case, which has partially settled. We are also active in the Dynamic Random Access memory ("DRAM") case that is pending in Federal District Court in California. Locally, we are investigating the merger of two global Japanese companies that have fish processing assets in Alaska (Maruha and Nichiro); the merger of two student bus companies (Laidlaw and First Student); and the acquisition of a helicopter company by ERA in Southeast Alaska. The unit continues to monitor and report on retail gasoline issues.

FY2006 - The CP Unit is currently involved in seven multistate antitrust cases. Locally, we also investigated the Trident/Ocean Beauty merger (merger was called off); completed the Alaska CHARR price fixing review; and completed our investigation of the Crowley Marine/Yukon merger that resulted in a Consent Judgment. The unit continues to monitor and report on retail gasoline issues.

D5: Strategy - Effective implementation of registration laws

Target #1: 100% of annual registration applications processed within one year

Measure #1: % of actual applications processed within one year

Implementation of Registration Laws

Fiscal Year	YTD	Target	Variance
FY 2006	100%	100%	0
FY 2007	100%	100%	0

Analysis of results and challenges: All charitable organizations and paid solicitors registrations that were filed for the 2006 – 2007 registration period were processed timely in FY07.

All telemarketing applications for 2006 were processed timely in FY07. Although there were inquiries regarding registration for sellers of business opportunities, no registrations were submitted.

D6: Strategy - Effective consumer complaint resolution

Target #1: Increase % of consumer complaints resolved through informal complaint process

Measure #1: % increase in consumer complaints resolved through informal complaint process

Consumer Complaint Resolution

Fiscal Year	Complaints Received	Resolved	% Resolved
FY 2005	369	91	24.6%
FY 2006	353	203	57.5%
FY 2007	341	209	61.2%

Analysis of results and challenges: FY2007 resolved cases reported above includes 37 complaints received in FY2007 that were substantially complete, although not closed, as of year end. The CP unit also received 28 fewer complaints than FY 06. Some of that decrease is attributed to the fact the CP unit receives significant amounts of mail from consumers regarding foreign lotteries and sweepstakes scams and counterfeit check solicitations that are handled mostly without formal complaint form. The unit does so because the state remedies with respect to these matters are generally not effective given that many of the players are out of state or out of the country. Instead, the unit focuses on consumer education and increasing consumer awareness to help consumers avoid being duped by these scams. In prior fiscal years, some of the correspondence regarding these scams would have involved formal complaint forms and would have been included in the complaint totals.

E: Result - Improve Regulatory Advocacy On Behalf Of The Public

Target #1: 70% success rate in representing the public interest before the RCA

Measure #1: % of cases in which the position of the DOL RAPA section is adopted by decision or settlement

Improve Regulatory Advocacy

Fiscal Year	YTD	Target	Variance
FY 2006	88%	70%	18%
FY 2007	82%	70%	12%

FY06 there were 26 dockets with final decisions, 3 in which RAPA position not adopted. In FY07 there were 9 dockets with final decisions, 2 in which RAPA position not adopted.

E1: Strategy - Increase effectiveness of AG's advocacy of public interest in RCA dockets

Target #1: 5% increase in success rate in representing public interest

Measure #1: % increase in cases in which the AG's public interest position is adopted by decision or settlement

E2: Strategy - Enhance operational expertise

Target #1: Provide one training opportunity a year for AAGs and RAPA analyst staff

Measure #1: # of training opportunities provided

E3: Strategy - Enhance public awareness of public advocacy role

Target #1: Publish Public Advocate Advisories for cases significantly affecting the public interest

Measure #1: # of Public Advocate Advisories published for cases significantly affecting the public interest

F: Result - Enhance State Revenue From Mineral Resources

Target #1: Increase state revenue from mineral resource development by 20% (adjusted for changes in oil and gas prices) over current baseline projections, over the next ten years

Measure #1: % progress toward increase in state revenue from mineral resource development over current baseline projections, each year over the next ten years

F1: Strategy - Assist state agencies in achieving a project to market Alaska's North Slope Gas

Target #1: Within seven years have a transportation system completed to carry North Slope gas to market

Measure #1: Number of years required for completion of a transportation system to carry North Slope gas to market

F2: Strategy - Defend non-discriminatory inter-state TAPS tariff

Target #1: Achieve non-discriminatory TAPS tariff

Measure #1: Successful FERC adjudicatory determination following administrative hearing

Administration and Support Results Delivery Unit

Contribution to Department's Mission

The Office of the Attorney General provides leadership, support, and oversight of department operations in the furtherance of the Department's mission to provide legal services to state agencies, to ensure that the civil and criminal laws of the state are followed, to defend the state in legal actions, and to implement the Executive Branch Ethics Act.

Core Services

The Administration and Support RDU includes the Office of the Attorney General and the Administrative Services Division.

The Office of the Attorney General provides overall management of the Department of Law. The Attorney General, as the principal executive officer of the department, is responsible for both the legal and the administrative aspects of the department's operations. The Attorney General works closely with the Governor and immediate staff providing legal counsel and advice as the Governor addresses priorities and conducts affairs. The Attorney General serves as a trustee on both the Permanent Fund Board and the Exxon Valdez Trustee Council and represents the Department of Law on a number of interdepartmental efforts such as the Rural Justice Commission of Alaska. The Attorney General also serves on a number of national conferences such as the National Association of Attorneys General and the Conference of Western Attorneys General.

The Administrative Services Division provides the core administrative services that are essential to the day-to-day operation of the Department of Law and to managing the resources of the department. These include budgeting, procurement, accounting, computer and network services, database administration, timekeeping and billing, and monitoring and forecasting departmental expenses.

End Result	Strategies to Achieve End Result
A: Improve Delivery of Admin Services That Facilitate the Dept.'s Mission <u>Target #1:</u> 80% of those responding to a survey rate the quality of service 4 or higher on a scale of 1-5 <u>Measure #1:</u> Percentage of management support customer satisfaction surveys completed rating our services outstanding	A1: Reduce process times, cycle times, close skill gaps <u>Target #1:</u> Pay vendors as close to 30 days from invoice date as possible, without going more than 30 days <u>Measure #1:</u> Average days from invoice date to date of warrant to pay the invoice <u>Target #2:</u> Respond to all help desk calls the same day call is received <u>Measure #2:</u> Number of work days from time of help call to time of response <u>Target #3:</u> Deliver budget scenarios to OMB on or before the due date. <u>Measure #3:</u> Percentage of budget scenarios delivered on or before the due date. <u>Target #4:</u> Process all uncontested travel reimbursement requests from employees within 14 days of receipt <u>Measure #4:</u> Number of uncontested travel reimbursement requests from employees processed within 14 days of receipt.

	<p><u>Target #5:</u> Bill for legal services monthly</p> <p><u>Measure #5:</u> Number of monthly bills sent out</p> <p><u>Target #6:</u> Zero procurement violations</p> <p><u>Measure #6:</u> Number of procurement violations in the current fiscal year.</p> <p>A2: Improve compliance with all federal and state requirements.</p> <p><u>Target #1:</u> No over-expenditure of budget</p> <p><u>Measure #1:</u> Percent of funds spent in the previous fiscal year.</p> <p><u>Target #2:</u> Zero audit exceptions</p> <p><u>Measure #2:</u> Number of audit exceptions</p>
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FY2009 Resources Allocated to Achieve Results

FY2009 Results Delivery Unit Budget: \$3,168,900	Personnel:	
	Full time	21
	Part time	0
	Total	21

Performance Measure Detail

A: Result - Improve Delivery of Admin Services That Facilitate the Dept.'s Mission

Target #1: 80% of those responding to a survey rate the quality of service 4 or higher on a scale of 1-5

Measure #1: Percentage of management support customer satisfaction surveys completed rating our services outstanding

A1: Strategy - Reduce process times, cycle times, close skill gaps

Target #1: Pay vendors as close to 30 days from invoice date as possible, without going more than 30 days

Measure #1: Average days from invoice date to date of warrant to pay the invoice

Analysis of results and challenges: 60% of vendors paid from Department of Law funds are paid within 32-35 days of invoice. Excluded from this analysis are:

1. Witness payments done in the field offices on field warrants
2. Electronic Payments
3. Travel-Completed travel reimbursement requests are due within 5 days of the employee completing the trip and are therefore paid much more quickly than vendor invoices.
4. Credit card payments

Target #2: Respond to all help desk calls the same day call is received

Measure #2: Number of work days from time of help call to time of response

Analysis of results and challenges: The Division of Administrative Services responds to help desk calls the same day. New software in FY2008 will allow for reporting of time spent from notification of problem through resolution.

Target #3: Deliver budget scenarios to OMB on or before the due date.

Measure #3: Percentage of budget scenarios delivered on or before the due date.

Analysis of results and challenges: 100% of budget scenarios were delivered to OMB on or before the due date.

Target #4: Process all uncontested travel reimbursement requests from employees within 14 days of receipt

Measure #4: Number of uncontested travel reimbursement requests from employees processed within 14 days of receipt.

Analysis of results and challenges: We do process uncontested travel claims within the target. We are also developing a method to track all claims so we can work on the issues that cause delays regarding contested TA's.

Target #5: Bill for legal services monthly

Measure #5: Number of monthly bills sent out

Analysis of results and challenges: Currently the Division of Administrative Services has 12 billing cycles. July and August are consolidated into a single bill so that we can focus our attention during the reappropriation period on closing out the prior year. There is a final bill in August of each year that allows us to collect any final direct case costs that are paid after the June bill is finalized and sent out.

Target #6: Zero procurement violations

Measure #6: Number of procurement violations in the current fiscal year.

Analysis of results and challenges: No procurement violations have been committed in the current fiscal year.

A2: Strategy - Improve compliance with all federal and state requirements.

Target #1: No over-expenditure of budget

Measure #1: Percent of funds spent in the previous fiscal year.

Analysis of results and challenges: The Department of Law has not had any over-expenditures.

Target #2: Zero audit exceptions

Measure #2: Number of audit exceptions

Department of Law-Number of Audit Exceptions

Fiscal Year	YTD
FY 2003	0
FY 2004	0
FY 2005	0
FY 2006	0